



West Yellowstone Marketing Plan FY 14



TABLE OF CONTENTS

NARRATIVE

Current Market Position.....	page 3
Integration with MTOT Brand & Value Proposition	page 3
Challenges	page 6
Competitor Analysis.....	page 8
Target Markets	page 9
Goals	page 11
Strategic Plan Support	page 12
Objectives	page 12
Marketing Methods	page 15
Budget	page 17

PROJECTS

Marketing/PR Position.....	page 19
Distribution of Vacation Planners	page 23
Tribal Tourism Support	page 25
Crisis Management	page 30
Consumer Marketing: Consumer Show	page 33
Consumer Marketing: Nordic Skiing Destination & Events.....	page 36
Consumer Marketing: Snowmobile Destination & Events.....	page 39
Consumer Marketing: Ice Fishing Destination & Events.....	page 42
Consumer Marketing: Family Destination & Kids'N'Snow.....	page 46
Web site Maintenance ,Development, Mobile App, Web Cam....	page 49
Website Advertising & Promotion.....	page 53

ADDENDUM

One: Visitor Analysis.....	page 56
----------------------------	---------

WEST YELLOWSTONE CHAMBER/CVB CURRENT MARKET POSITION



Tourism is not only the foundation of the West Yellowstone economy it is THE economy. For more than a century this community has been helping travelers experience the world's first national park.

As the closest entrance to Yellowstone National Park, West Yellowstone has identified itself as the perfect location for exploring the Park. Sharing a border with Yellowstone and surrounded on all other sides by the Gallatin National Forest, West Yellowstone has become the center for a plethora of activities. Clean air, abundant wildlife, scenic beauty and historical reference all have made West Yellowstone a national and international destination.

West Yellowstone offers visitors an amenities-rich, safe platform for remarkable experiences, including wildlife viewing, photography, miles of groomed trails for cross-country skiing and snowmobiling, hiking and biking; fishing, rafting, kayaking and boating to name just a few. There are also a variety of family oriented and culturally varied locations such as the Yellowstone IMAX Theatre, Playmill Theatre, the Yellowstone Historic District and Museum, and the Grizzly & Wolf Discovery Center all located in West Yellowstone, and those nearby such as the 1959 Madison River Canyon Earthquake Area, the Nez Perce Trail and Nevada and Virginia Cities.

National Parks are the most popular tourist destinations in the United States. Having the west entrance to Yellowstone National Park a couple blocks from downtown funnels many visitors through West Yellowstone. Unfortunately, many simply pass through West Yellowstone when entering or departing the Park en route to other locations or not taking advantage of what we offer.

As a gateway to Yellowstone Park, West Yellowstone is subject to public policy and the economic ups and downs triggered by off-seasons that create a cascade of challenges including cash flow problems and difficulty in maintaining a stable employment base.

As a community, West Yellowstone has been successful in a number of marketing initiatives. Leveraging the campaigns of the Montana Office of Tourism and Yellowstone Country Regional Tourism, we were able to generate visitors from new target geographies (southern Canada, North Dakota) and increase our destination presence in existing activity segments (Nordic skiing, family friendly destination travel).

The winter season remains challenging. Over 75% of winter revenue is generated by snowmobile, snowcoach, and cross country skiing business heavily dependent on access to Yellowstone National Park, relying on oversnow travel from December 15th through March 15th each year. However, winter businesses and economy have directly suffered due to drastic reduction in the number of snowmobiles allowed into Yellowstone Park during winter months and the on-going process to reach a long-term rule for over snow winter access.

INTEGRATION WITH MONTANA'S BRAND PLATFORM

Understanding who we are and our best capabilities is essential for creating the most effective and successful marketing identity, strategies, and campaigns. One of our greatest opportunities lies in incorporation of the Montana Office of Tourism brand platform and three "pillars."

You could say that West Yellowstone IS the brand pillars:

- With our "backyard" being Yellowstone National Park and our "front yard" composed of three national forests, *we can offer* more spectacular unspoiled nature than anywhere else in the

lower 48.

- As the west entrance to Yellowstone National Park and geographically located just two miles from Wyoming and 12 miles from Idaho, we are uniquely positioned to be a vibrant and charming small town that serves as a gateway to natural wonders.
- We can differentiate our value proposition by featuring natural assets, destination events, and a wide range of activities in every season to offer breathtaking experiences by day, relaxing hospitality at night.

NATURAL ASSETS:

- **West Entrance to Yellowstone National Park.** As the closest and most convenient gateway community for exploring all of Yellowstone National Park, West Yellowstone is also increasingly recognized as the most complete gateway offering products and services in a setting that embodies a true “sense of place.”
- **We are seen by some visitors as synonymous with Yellowstone Park and can effectively market ourselves as “Yellowstone Plus.”** West Yellowstone is the optimal base location for the multiple-night Yellowstone Park destination visitor.
- **Close proximity to Teton National Park and situated on the primary corridor between Glacier and Grand Teton/Yellowstone National Park.** And, a scenic drive destination. West Yellowstone has been included in the Yellowstone-Grand Teton Loop of “Top Ten Northwest Scenic Drives” website and map guides. We are working with other Montana regions and communities to effectively market a “Park-to-Park” product.
- **Outstanding natural assets such as mountains, lakes and rivers that allow visitors to escape from the city.** Opportunity for greater exposure of these key geo-tourism assets is highlighted on the Greater Yellowstone GeoTourism map. Ideally suited for the geo-tourist with adventure and outdoor recreation such as: camping, fishing, wildlife viewing, photography, geocaching, cross-country skiing, snowmobiling, snowcoach tours, hiking and biking, rafting, kayaking and boating and much more. Also, an authentic mountain lifestyle – main street Montana and friendly people with our own individual curb appeal.
- **A nationally recognized, well-developed system of winter trails.** Increasing recognition and popularity as winter destination with multi-sport diversification by are target audiences.

VALUE FOR DESTINATION TRAVELERS:

- **An ideal family vacation spot** - affordable, fun, educational, clean, with a variety of activities. West Yellowstone is also perceived as a primary return destination for parents and baby boomers, as well as a place to create memories for families and affinity groups. Close proximity to Yellowstone Park and surrounding recreational activities and assets appeal to small groups of like interests: schools, family reunions, home-schoolers, weddings. West Yellowstone also has a reputation as a “safe” location where families can stroll after dark along our main streets with retail and shopping, or picnic and play in multiple locations in our town. This is contrast to other international locations (e.g., Mexico and the Middle East) .
- **The perfect fit for the “value-conscious” traveler seeking the best financial value without compromising on quality of experience.** During these challenging economic times, visitors are looking for the best “value” financially. Yellowstone Park offers one of the best values in affordable attractions with a seven-day pass for a carload for just \$25.00, as well as many fee free entrance days to National Parks. West Yellowstone can offer a full bundle of traveler services that speak to

family values and memorable, emotive experiences.

- **Growing international recognition** among international travel groups and foreign independent travelers.
- **Seasonal airport served by a regional carrier** and with a Fixed Wing Base Operator for private planes.

AMENITIES, ACTIVITIES, AND ATTRACTIONS:



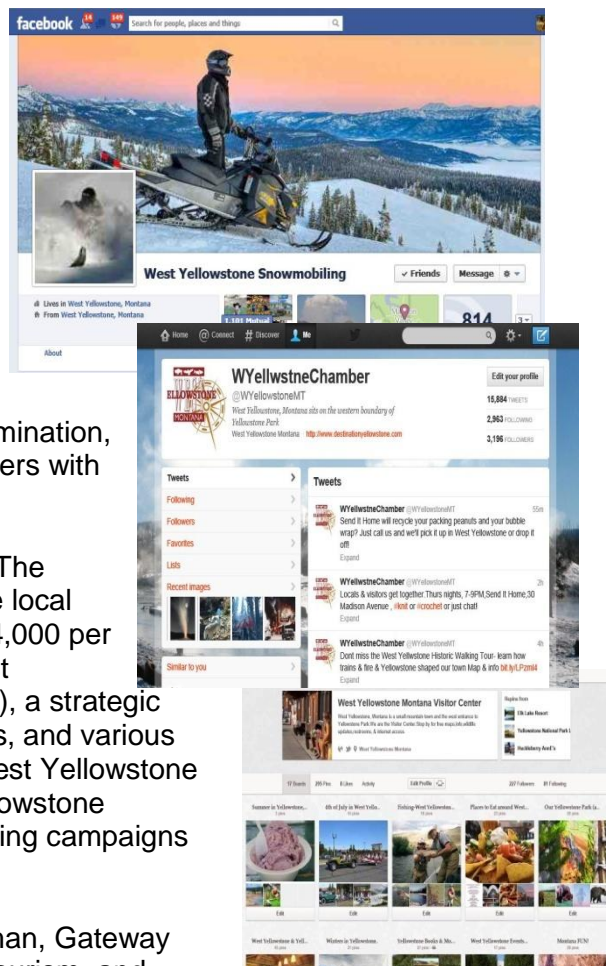
Home of the Yellowstone Historic District with four original Union Pacific Railroad Structures, Yellowstone IMAX Theater, the Grizzly & Wolf Discovery Center, The Nez Perce Trail, Virginia and Nevada cities, and the Madison River Canyon Earthquake Area.

Equipped with a conference and convention center to accommodate businesses, trade and other association meetings.

- **A host of events**, some that have been on the calendar for years as well as those that celebrate special times. Additionally, the Marketing Committee has been working with strategic partners to offer destination events such as Kids'N'Snow and an annual professional Ice Fishing Circuit Tournament, that attracts overnight destination visitors repeatedly throughout the winter.

UNIQUE RESOURCES:

- **Marketing tools that utilize technology** including a recently overhauled website (June 2012), mobile application (June 2012), and a growing social media presence.
- **A cache of experienced and knowledgeable interpretive guides** and guide services.
- **A community of entrepreneurs** with their determination, spirit and energy and a seasoned core of volunteers with history of successful events.
- **Additional community marketing resources.** The Marketing and Promotion Fund, secured from the local Resort Cities Tax, will generate an estimated \$54,000 per year for promotion of West Yellowstone; the West Yellowstone Tourism Improvement District (TBID), a strategic partner in shared marketing strategies and tactics, and various other local foundations and organizations; the West Yellowstone Economic Development group and the West Yellowstone Foundation also have grants available for marketing campaigns and event projects.
- **Potential tourism partners** with Big Sky, Bozeman, Gateway communities, Chambers, Yellowstone Country Tourism, and organizations such as Brand USA and the National Parks Promotion Council.



a

CHALLENGES

Although the following may provide challenges, it is an opportunity for us to accentuate the positive and promote our unique attributes mitigating possible adverse effects.

.LOCATION:

- ***The perception that West Yellowstone is only a gateway into*** the Park and not a destination. Stepped up competition from more distant communities attempting to present themselves as preferred gateways to Yellowstone such as Cody, Jackson, and Red Lodge. Billings, Bozeman and Idaho Falls, although much farther away, are making the same claim and have more marketing funds to promote it. Additionally, creation and designation of “routes” through and around Yellowstone Park that either leave off West Yellowstone or position it as only a “drive through” location.
- ***The considerable distance and lack of easy access*** from major population centers. Airline access issues with only summer service available in the community.
- ***Bridge repair and road construction in Yellowstone Park and the highways leading to West Yellowstone*** is again scheduled for the 2013 warm season. Additionally, we anticipate repair work on the bridges and roads coming in to West Yellowstone including road widening efforts on Highway 191. This will impact visitor routing, the ability of local concessionaires to offer tours within Yellowstone Park, and negatively impact the perception of West Yellowstone as the easiest ‘base camp’ location for Yellowstone Park vacations.

SOCIO- AND ECONOMIC FACTORS:

- ***The new “traveler frugality”*** resulting from the continuing recessionary factors (high unemployment, lack of “high paying” jobs, uncertainty over job security, and challenging loan environment) has changed how travelers spend and created a high demand for “value” in every experience. In the past 18 months, the perception of West Yellowstone as a value-based lodging choice during busy summer months (July, August, September) has disappeared due to high daily room rates. The mindset of lodging properties in West Yellowstone is to continue to drive pricing as high as the market will sustain. While this high ADR has sustained growth in resort tax collections, it has negatively impacted lodging collections (see “Measurable Objectives”).
- ***Increases in the price of gas.*** We will have to maintain flexibility in our advertising and promotions if we need to re-direct efforts to different states or market activity segments.
- ***The daily Yellowstone snowcoach and snowmobile tour winter business,*** along with daily snowmobile rentals, are particularly susceptible to occupancy levels in Big Sky. In previous years where Big Sky business was not full, West Yellowstone received significantly less day business from our number one winter daily drive market.
- ***National and world events including*** terrorism, fires, earthquakes, hurricanes, volcanoes, and tsunamis that impact tourism. Additionally, local weather and seasonal conditions (including forest fires, earthquakes, droughts, and floods) that impact traveler routes and length of stay. There is a rapidly increasing potential for forest fires due to insect infestation and large amounts of dead timber. We anticipate that this summer/fall has the potential for significant wildland fires and will require an extensive and effective process for communicating accurate and timely information.
- ***The negative press*** generated on issues such as the bison and winter use, and natural events such as earthquake swarms, forest fires, and super volcano concerns in Yellowstone and Teton National Parks.

RESOURCE CONSTRAINTS:

- **Seasonal employment and lack of employee** housing that makes it difficult to recruit and house seasonal employees. Increased reliance on foreign workers (ESOL based) causes communication challenges. Current restrictions on the H2B Visa program and lack J1 student VISA's will make it a very challenging year to find sufficient labor for the businesses in West Yellowstone. For the first time last summer, lodging properties elected not to clean every room every night due to a shortage of housekeepers choosing to raise room rates to compensate for reduced occupancy.
- **Lack of community knowledge** including a rotating and unknowledgeable front line staff that limits selling West Yellowstone as the most complete and convenient solution for visitors. Customer-facing employees are usually seasonal and often lack prior experience in hospitality and are first-timers to West Yellowstone and the area. Many service staff display a limited knowledge of and appreciation for activities beyond "touring" the park.
- **Lack of restaurants and nightly entertainment.** The perception by some that West Yellowstone lacks sophistication, culture, art, sufficient family friendly activities and events.
- **A community of entrepreneurs,** all with their own ideas and who find it less easy to work as a team and can be adverse to change.

PUBLIC LANDS FUNDING, ACCESS, AND REGULATION:

- **Sequestration and budget cuts** will have a significant impact on access and services for both the national park system and national forests. At this time, these budget cuts have a 10-year impact. However, we do not yet know the details of the on-going changes that will have to be made.
- **The continuing process to determine Yellowstone winter** access has created public uncertainty and confusion as to whether Yellowstone is open in the winter and by what means. Massive (and potentially expensive) marketing and publicity efforts are required to educate the public that "Yellowstone is Open" in the winter (national and international markets). With the new and final EAS recommendation based on a new process "sound events" for winter 2014/2015 and a requalification process for all snowmobile and snowcoach concessionaires in 2013/2014, there is confusion and uncertainty for both the public and concessionaires.
- **Access to campgrounds, trails, and public lands** in the national forests surrounding West Yellowstone is so important to our activity-based travelers.
- **Other emotionally charged issues** including bison, wolf, and grizzly bear management continue to impact public perception and raise communication challenges.
- Public policy decisions (e.g., trail access or budget cuts) demands immediate response and resources but ultimately we may not be able to impact. It is hard to combat misinformation and mis-interpretation especially on national level.



COMPETITOR ANALYSIS

The following chart outlines both direct competitors and an emerging area of competition: routes that either totally by-pass the west entrance/West Yellowstone or routes that move one or more nights that would have been spent in West Yellowstone to another community or state.

		Target Audience/Niche	Strengths
Direct competitors	Cody, Wyoming	International and domestic tours, families, actives/ geotravelers, matures. Niche: History, cowboy, western, outdoor activities (fishing, biking, hunting, hiking, snowmobiling)	Eastern gateway to Yellowstone Park, access to 5 scenic byways including Chief Joseph Highway is a second route to Beartooth Highway and North entrance. Lodging options, Buffalo Bill Museum, regional airport. By partnering with Wyoming Tourism has successfully marketed itself as "Yellowstone Country" and its airport "Yellowstone Airport." Historically, significantly more funding for promotion (local, county, state).
	Jackson Hole, Wyoming	Families, matures, active/ geotravelers, couples, affluent. Niche: wildlife watching, photography, adventure, art, cowboy chic, outdoor activities (alpine ski, bike, fly fish), events and festivals.	Popular tourism destination because of its proximity to Yellowstone & Grand Teton National Parks, its unmatched scenic beauty, the world-class skiing, and its authentic Old West feel. Numerous Arts Festivals, heavy concentration of resort destinations and offers a wide variety of restaurants and bars, from authentic western casual to elegant fine dining. Advanced website, mobi, social media, and internet advertising resources.
	Island Park, Idaho (coopetition)	Families, actives' geo-travelers, matures. Niche: Outdoor activities and events (boat and fly fishing, biking, hunting, ATV, snowmobiling, Nordic skiing).	Large offering of vacation rental homes, cabins, time-share, lodges, and lower-priced lodging properties highly sought after by the new budget-minded traveler. The area offers extensive snowmobile, ATV, and cross country ski trails and a number of scenic by-ways.. A place to "play and party" for snowmobilers and skiers. Minutes from Yellowstone National Park.
	Theme Parks (Disney) Cruise lines	Families (new emphasis on intergenerational travelers), repeat visitors, destination visitors; aging adventurers	Large, flexible marketing departments with significant budgets and resources; high impact through expensive television marketing across numerous channels, dedicated social media staff, advertising and public relations experts.
Competitive Routes	Billings - Red Lodge, MT- YNP	Groups, tours, families, active/ geotravelers, matures. Niche: motorcyclists, scenic drives, biking, kayaking, alpine skiing.	Access to Yellowstone Park through the northeast entrance via the Beartooth Highway or east entrance via Chief Joseph/Cody, WY. A large number of events, festivals. Ability to handle large conference and convention space (Billings). Large regional airport with direct flights from desired markets. Mature tourism organizations (Billings) or developing ones with TBID (Red Lodge). Greater variety in lodging, dining and shopping opportunities.
	Bozeman, MT - Big Sky, MT YNP	Conference, convention, tours, families, geocore, frugal experientialists, and affluent. Niche: adventure, cowboy chic, outdoor activities events and festivals.	Greater variety in lodging, dining and shopping opportunities, including groups, conventions and conferences. Proximity to Yellowstone Park. Four-season activities. Cultural, historic, and educational activities, events, and attractions. Significantly greater marketing spend (Bozeman tourism groups and Big Sky private businesses and RT.)
	Salt Lake City, UT - Idaho Falls, ID	International tours and FIT (before or after Yellowstone), families, actives/ geotravelers, matures. Niche: national parks, easily accessible, outdoor adventure.	International/national airport. Greater variety in lodging, dining and shopping opportunities. Significantly greater marketing spend in Utah and within eastern Idaho tourism partnerships. The Utah Office of Tourism launched a \$2.2 million TV ad campaign for this summer in Denver, Los Angeles, Phoenix, Portland, and San Francisco.
	Denver, CO -Cody, Jackson, WY	International tours and FIT (before or after Yellowstone), families, actives/ geotravelers, matures. Niche: national parks, easily accessible, outdoor adventure.	International/national airport. Proximity to two National parks. Greater variety in lodging, dining and shopping opportunities. Significantly greater marketing spend with Wyoming Tourism alliances.

TARGET MARKETS

In West Yellowstone, we have a challenge of targeting the best markets that will drive in sufficient volume to fill over 2,300 hotel and motel rooms, cabins, condo's, and vacation rentals.

To meet this challenge, we have had to incorporate both Montana's targeted consumer segment - the geo-traveler - along with other specific segments that include family-based groups, active aging adventurers, and groups (tour operators, business groups, destination event groups). Unfortunately, with limited resources, we have only been able to allocate marketing funds to the first three segments, relying on West Yellowstone businesses to focus on the group segment.



Family Based

- Age: 30-55 with an average HHI of \$40-60K; with children ages 6-17
- Could be a traditional (parents with children) or 3-generation family unit. Intergenerational travel focuses on the idea of families traveling together utilizing itineraries designed to appeal to family members of all ages, including children. This could be an extended family unit or grandparents and grandchildren. Visits mountain destinations in the winter and summer.
- More likely to travel during holiday, spring break or summer time periods
- Seeks "soft" adventure, but must be a memorable one
- Enjoy outdoor activities, hands on experience and tend to visit national and state parks, historic trails, museums and nature areas.
- Looking for a 'value' in their experience not only economically, but also emotionally and spiritually. They like the natural aspect of Montana, the educational component, the fresh air, but most of all they're looking for moments; small interactions within the family that define their commitment and love for each other.



Active Aging Adventurers

- Adults 55-64 with higher net worth enabling travel 5+ times per year. Spend more on travel and have more time to spend traveling; Take longer and more frequent vacations. Are able to take advantage of shoulder seasons. Drawn to safe communities.
- Not hindered by children unless choose to bring along children or grandchildren.
- Participate primarily in sightseeing, photography, and wildlife viewing. Enjoy visiting historic sites and soft adventures
- Often seek alternative lodging choices such as Bed & Breakfasts, lodges, and rentals.
- Most interested in revisiting personal travel experiences and memories, such as a visit to a National Park or participating in a small town event such as a 4th of July celebration.
- Programs such as *Elderhostel* are now incorporating intergenerational travel focus into their products. West Yellowstone is perfectly positioned to meet the needs of intergenerational travelers.



Geo-Travelers

- Age: 25-45 with average HHI \$50K; Education – Bachelors Degree
- Travel is an important part of their life, taking 3+ air trips/year, however, this is primarily a warm season traveler for our community.
- The ability to customize their experiences and create personal connections while traveling.
- The use of technology to plan their travels and explore their destinations before they arrive.
- The Geo-traveler is concerned with preserving a destination's geographic character – the entire combination of natural and human attributes that make one place distinct from another. They are interested in both the cultural and environmental and their individual economies and lifestyles. These travelers can be described as: creative, curious, connected, engaged, and adventurous. These also tend to be environmentally aware consumers—"Sustainable Tourists" or "Geo-tourists."
- By creating an emphasis on our abundant natural beauty and its proximity for activities at every level, we intend to develop the creative aspect of our marketing efforts to attract those who value Montana's values. We need to create an allure for those willing to commit their time and resources to less accessible locations and who tend to be high-value, low-impact visitors.

RESEARCH:

Using the customized report generator from ITRR, we are able to compile data sets specific to West Yellowstone - the complete *comparison chart is in Addendum One*. This data allows us to compare three different data sets against each other and on an annual basis. The psycho-demographic characteristics measured by ITRR also correlate back to our target market segments:

- ❖ non-resident travelers who spent at least one night in West Yellowstone
- ❖ those who had just driven through West Yellowstone
- ❖ those who had driven through Yellowstone National Park

Comparing year-over-year data, there were some significant changes across all three groups:

- a large jump in the number of people using the internet as their primary and most important trip planning tool (up to a 33% increase!)
- the group mix is changing as the percentage of families decreasing while "immediate family" groups increase (intergenerational travel?)
- a change in top five activities as recreational shopping disappeared for all three groups replaced by photography or day hiking (more geo-travelers or aging adventurers?)
- there is still a disproportionate gender split. We need more women as women are the primary destination travel planners and decision makers

Comparing those who stay in West Yellowstone overnight (what we want) versus those who drove through Yellowstone Park or just drove through West Yellowstone & did not stay a night, there were some interesting differences:

- West Yellowstone gets significantly more 65-74 year olds than the Yellowstone group
- West Yellowstone has a good mix of first time visitors, return visitors, and the highest percentage of mixed (first & return) visitor groups.
- West Yellowstone overnights are the most technology-centric of the three groups
- West Yellowstone overnights included Pennsylvania as an originating state, the only group to have an east-coast market. Unfortunately, Utah (our largest concentrated

population in our drive market) is not in the top five originating states for overnights as it is for the two other groups.

TARGET GEOGRAPHIC MARKETS

West Yellowstone's primary geographic target markets have historically included:

- *summer* visitors who come from Montana, Idaho, Utah, Colorado, Washington, California, and Oregon
- *winter* visitors who come primarily from Pennsylvania, Montana, Minnesota, Michigan, Wisconsin, Illinois, Utah, Idaho, Washington, Georgia, and Florida

West Yellowstone's emerging geographic target markets include:

- Texas and Nevada (both warm and winter seasons)
- Southern Canadian provinces including British Columbia, Saskatchewan, and Alberta (primarily for winter season/motor-powered sport segments)
- North and South Dakota with an emphasis on oil field "man camps" and nearby communities
- Pennsylvania (both warm and winter seasons)

Through Public Relation efforts and building our Internet presence, we also want to reach more domestic and international markets, especially China. West Yellowstone began working with MTOT and Chinese tour operators in 2009. Since then, we have seen an continued increase in Chinese visitors. Interestingly, our third Chinese restaurant in West Yellowstone will be opening all summer.

GOALS

1. ***Attract visitors by communicating an image consistent with our long-term vision as a vacation destination and one that places high value on existing assets, amenities and natural resources of the region.***

- Focus on the fact that we are THE closest gateway to Yellowstone, the most convenient for experiencing Yellowstone, especially targeting drive market population centers in a 5-10 hour radius (Utah, Idaho, Wyoming, Washington, Oregon, North and South Dakota, as well as southern Canada) and for some targeted campaigns, Montana.
- Focus on our traditional niche activities especially in winter and shoulder seasons. Increase focus on activities that match events such as biking (Old Faithful Cycle Tour), cross country skiing (Yellowstone Ski Fest, Yellowstone Youth Ski Festival, Rendezvous Race), or fishing (FFF Conclave and Fair, North American Ice Fishing Circuit), and snowmobiling (media SnowShoot and Annual Snowmobile EXPO & Power Sports Show).
- Retain our traditional markets while focusing on expanding markets including baby boomers, family destination travel, and inter-generational travel. Offer new destination events such as Kids'N'Snow that appeal to these markets..
- Increase image as having historic and cultural sites by promoting the Nez Perce and Bannock trails and the 1959 Madison Canyon Earthquake informational drive and site; as well as honoring our historic past with support of events/activities of the Yellowstone Historic Center and partnering with the Hebgen Lake District of the USFS to promote the Earthquake Lake drive and site.
- Increase visitation in shoulder seasons.
- Brand ourselves as a destination location in every season.
- Foster a positive picture of our community, in touch with environmental concerns.

2. Continue to expand our marketing effectiveness by joining our efforts with those of marketing partners. Incorporate the Montana brand pillars and initiatives whenever possible.

As much as our limited budget allows we will continue to partner with Montana Office of Tourism (MTOT) and other tourism organizations, particularly those in West Yellowstone, and entities as we carry on toward fulfilling the goals of the existing and new MTOT strategic plans. We will draw upon our private sector marketing partners, too. We understand the value of participating in cooperative activities that help stretch marketing dollars in new ways and reduce duplication where possible.

3. Continue to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West Yellowstone, and spends significant dollars.

We will use a variety of proven marketing efforts and track those efforts. Across every season we will appeal to our identified audiences and markets.

PLAN SUPPORTS THE 5-YEAR STATEWIDE TOURISM STRATEGIC PLAN

We support Montana's 2013-2017 Tourism and Recreation Strategic Plan.

MEASURABLE OBJECTIVES

The following general objectives will be incorporated where applicable into specific projects. There may also be additional specific objectives established for a particular project.

1. Performance objectives include:

- In FY13, our objective was a 1.5% increase in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013). To date, we are tracking towards exceeding this goal. We anticipate that percentage will decrease from the YTD percentage of 4.29% (for nine months) based on poor weather and decreased reservations in spring 2013.

For FY14, our objective is a 1.0% increase (from July 2013 through June 2014) in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013). We believe this is a realistic approach as we do not yet know the impacts of sequestration/budget cuts on Yellowstone or economic conditions for 2013 and 2014.

- A second FY13 objective was a 1% increase in occupied room nights over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections. This objective was accomplished with a 2% increase (see chart on the following page).

For FY14, our objective is again a 1% increase in occupied room nights (from July 2013 through June 2014) over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID

collections. This could be a very challenging objective due to economic factors, budget cuts, and negative traveler value perceptions and resulting avoidance due to high room rates during

Resort Tax Collections for the Town of West Yellowstone		
	YR TOTAL	vs. prev. year
FY 07-08	\$2,291,041	12.33%
FY 08-09	\$2,279,289	-0.51%
FY 09-10	\$2,255,478	-1.04%
FY 10-11	\$2,504,791	11.05%
FY 11-12	\$2,540,421	1.42%
FY 12-13 YTD 6 mo	\$2,057,101	4.29%

WY TBID	Collections	vs. prior yr
7/01/09 - 6/30/10	\$246,896	
7/01/10 - 6/30/11	\$262,086	(+6%)
7/01/11 - 6/30/12	\$266,411	(+2%)

the summer months.

- A third FY13 objective was a 0.6% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (January 2012 through December 2012) as reported by the National Park Service. We realized a 0.98% increase exceeding the objective.

West gate - recreational visitors	5 year rolling average for comparison	Number of visitors	Percentage Increase
2006-2011	1,354,033		
FY2012		1,406,653	(+0.983)
2007-2012	1,378,073		

For FY14, our objective will be a 0.25% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (January 2013 through December 2013) as reported by the National Park Service due to the challenges indicated in the above objectives.

2. Web and social media influence measured by:

- One of the FY13 objectives was 2% increase in annual website visitation over the previous year (July 2011 through June 2012). The following chart reflects website metrics through 10 months of the year.

<i>Destinationyellowstone.com</i>	2009-2010	2010-2011	2011-2012	% change prior yr	2012-2013 (10 months)
Visits	196,312	157,212	155,708	(-1%)	109,666
Pageviews	652,194	495,141	458,493	(-7.5%)	390,023
Average pages viewed	3:17	3:06	2.94	(-4%)	2.92
Average time on site	3.32	3.15	2:53	(-20%)	3:02

Extrapolating through the end of the year, it does not appear that we will meet our objective for an increase in website visitation. We launched a new website in June 2012 approximately four months later than originally anticipated when setting this objective. The new website has to go through a new search engine discovery and cataloging process (aka, "Google Sandbox") which resulted in lower numbers.

For FY14, our objective will be a 2% gain (July 2013 - June 2014) over the prior year (July 2012 - June 2013) for four website metrics: amount of visits, amount of page views, an increase in the average number of pages viewed, and an increase in average time on the website

- The FY13 objective was a 5% increase in social media followers over the previous year including Facebook and Twitter pages. The charts on the next page indicate that we will meet and exceed that objective, as well as demonstrate a consistent, year-over-year growth in our social media influence. For FY14, the objective will be a 4% increase in social media followers (July 2013 - June 2014) over the prior year (July 2012 - June 2013).

Twitter Accounts

2009-2010	2010-2011	2011-2012	2012-2013 (10 months)
-----------	-----------	-----------	-----------------------

West Yellowstone Montana	995	2339	3151	3556	
Kids'N'Snow	0	38	47	47	
West Yellowstone Snowmobiling			177	426	% change prior yr
Total	995	2377	3375	4029	(+16.3%)

Facebook Accounts	2009-2010	2010-2011	2011-2012	2012-2013 (10 months)	
West Yellowstone Chamber	5000	5000	5000 + 766 followers	5263 + 766 followers	
West Yellowstone Snowmobiling	2300	4552	5000 + 841 followers	5148 + 1309followers	
Kids'N'Snow	0	8	97	173	
Yellowstone Fire Update	21	188	253*	320*	
WY Ice Fishing Tournament			136	211	% change prior yr
Total	7321	9748	11,486	13,520	(+17.7%)

3. We had a FY13 objective of private sector and public agency participation in at least two projects. We met this objective through the following projects: Kids'N'Snow, NAIFC Professional Ice Fishing Tournament, destination Nordic events including the West Yellowstone Ski Festival, and snowmobile destination events including the Annual Snowmobile EXPO & Power Sports Show, Crisis Management (fire and sequestration), Tribal Tourism with AIANTA, Big Sky United Seat Subsidy, All Season's Trail Map.

We cannot continue to offer destination events and destination activities, especially in winter, without the assistance of these partners. For FY14, we will again have an objective of private sector and public agency participation in at least two projects.

4. We had a FY13 objective of participation with one or both of the local marketing funds in at least three projects. We met this objective through the following projects: Kids'N'Snow, NAIFC Professional Ice Fishing Tournament, destination Nordic events including the West Yellowstone Ski Festival, and snowmobile destination events including the Annual Snowmobile EXPO & Power Sports Show, AARP Consumer Show.

Our strategic marketing partners are critical to achieving brand management and advertising campaign success. Our FY14 objective is again to participate with one or both of the local marketing funds and/or granting organizations (WY Economic Development, WY Foundation) in at least three projects.

MARKETING METHODS (INCLUDING ADVERTISING MEDIA)

We plan to use a combination of traditional advertising, marketing director, and new technologies to implement our FY14 Marketing Plans

TRADITIONAL ADVERTISING:

We plan to use traditional advertising media in combination with new internet options to gain the best ROI for our projects. Components could include:

- **Print Advertising:** We will continue to use print, but include an accompanying web component whenever possible
- **Distribution:** This will be used to assure that our Vacation Guide remains stocked at visitors' centers throughout the region.
- **Out-of-Home:** We could utilize strategic billboard or transit image placement for shoulder and winter seasons (cross seasonal marketing, destination events, or Motor-powered marketing projects).
- **Printed Materials (essential 'tools'):** This medium will be used as needed in specific projects. Possible projects could include posters, information sheets, calendar of events, etc., as well as important tools such as updating the "West of Yellowstone Park" wildlife and scenic touring maps for the shoulder season and/or times when Yellowstone Park is not open via the west entrance.
- **Publicity:** Continue to generate our own news releases as well as assist other community-based organizations in distributing their releases.
- **Web-based Marketing:** Web-based marketing, including our Chamber website, will provide the backbone of our marketing efforts, including the following specific web-based methods:
 - Web Page content and photo updates
 - Website landing pages to measure specific ad response
 - Website Development through new technologies
 - SEO through best available tools and practices
 - SEM through analytics, marketing research, PPC and PPV programs
 - Load our events onto web-based calendars such as upcomingyahoo.com, alltrips.com, yelp.com, myeventsguru.com, Eventful.com, whatsonwhen.com, as well as regional on-line newspapers and magazines.
 - Social Media marketing to expand our virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages. Further develop the West Yellowstone Chamber Facebook, Twitter, and Pinterest accounts to distribute information and publicize events. Enhance content, photo, and video on social media and other travel-related sites such as Trip Advisor and Google Maps, as well as web-based event calendars and publications. Working as a community, we can dramatically raise the visibility and content of West Yellowstone on the internet

MARKETING PERSONNEL:

- **Marketing Personnel:** The Marketing Director position was designed to spearhead projects so as to ensure consistent progress and message, create strong private and public sector partnerships to expand our marketing resources, explore potential niche markets. This position is ideally filled by someone who lives in our community, understands its dynamics and that of surrounding areas, and can act as a 'quick response unit' when needed for unanticipated marketing and publicity challenges requiring immediate and proactive action. Synergistic coordination with other local and regional marketing funds, events, and projects is also key.

This position is also responsible for publicity and media communications, development and distribution of on-line press and information releases; development of a media (print) database and distribution of information to these sources on a regular basis; development, placement and maintenance of a social networking marketing strategy that focus on web-based travel sites, social networking sites, personal information/blogs sites, web-based event and calendar sites, and community workshops.

MARKET DEVELOPMENT:

- **Destination Event Marketing:** Since 2010-2011, we have taken small community events and added an additional layer of promotions to market these as destination events appealing to regional travelers, and even some long-distance ones through advertising and social media via the Internet. These destination events usually take place during our shoulder or winter seasons at a time when there are fewer visitors to West Yellowstone. By working together with local strategic partners (Yellowstone National Park, USFS Hebgen Lake District, West Yellowstone Ski Education Foundation, local non-profits such as the Grizzly & Wolf Discovery Center, and local businesses), we can offer multi-day events. We can also offer a value component by working with local lodging properties, attractions, and restaurants to offer special promotions or packages. This year, we will continue to offer these events and programs, expanding to new market or target geographies.
- **Community Outreach Publicity and Education Program:** We realize that our best advertising advocates are employees and businesses that have daily, face-to-face interaction with visitors. The more knowledge these people have about events, attractions and activities, and other seasons the more they can “sell” for us. *Our goal is to help create the most positive visitor experience possible so our visitors are inspired to return again to West Yellowstone with their families and friends.* We will use various tools in this Community Outreach program, including but not limited to:
 - “Just for Today” a regular updating of events and activities distributed throughout the community.
 - Publicize and promote use of the website “Calendar of Events,” mass faxes, and information sheets.
 - “Breaking News” reports providing information on important concerns or issues distributed through the website, mass fax, and door-to-door distribution.
 - “Monday Morning Marketing Blasts” that contain research and data updates, marketing tactics, and West Yellowstone specific recommendations.
 - Creation of “scripts” that can be used by front desk staff on various topics ranging from road construction in Yellowstone Park, winter access process and updates, and upcoming events and highlights.
 - Work with business owners to help their employees become more knowledgeable and facilitate broader employee orientation programs using existing resources and services and highlighting area attractions. Work with business owners and their employees to further a virtual community of West Yellowstone businesses using a variety of social networking and travel-related websites.
 - Our Community Outreach Program would cover both warm and winter seasons and would also extend to our tourism partners in other Montana gateway communities including Gardiner, Cooke City, and Red Lodge.

TECHNOLOGY ENHANCEMENTS:

Mobile Application: In 2011-2012, we partnered with the West Yellowstone TBID to create a mobile application for West Yellowstone. This year, we plan to continue to load additional photos and content (maps and area trails, campsites, marinas, and docks), update event information, and make changes as needed to business listings.

West Yellowstone Chamber of Commerce Accommodation Tax Marketing Budget: FY14

Income	Forecast
WYM estimate bed tax revenue: (18 of 95% of estimated collection)	160,515.00
WYM estimated funds not expended from FY12/13	
WYM estimated additional earnings beyond estimate above	0
	160,515.00

Project Description/Category	Budget:
Marketing Support	
Administrative	28,649.00
Opportunity Marketing	100.00
MTOT Cooperative Marketing	2,300.00
TAC Meetings/Gov Conf/Partners Marketing	1,668.00
Marketing and Professional Services Position	45,000.00
Guide distribution	2,450.00
Tribal tourism	100.00
Crisis Management	100.00
Consumer Marketing:	
Cross Seasonal Campaigns	4,700.00
Consumer show	10,000.00
Nordic Skiing destination & event marketing	14,000.00
Snowmobile destination & event marketing	6,000.00
Ice fishing destination & tournament marketing	4,748.00
Family destination & Kids'N'Snow events	10,000.00
Total Web: Web and Social Media	
Web: maintenance, development, web cam, mobile application	15,700.00
Web advertising and promotion	15,000.00

TOTAL: \$160,515.00

IDENTIFICATION OF PROJECTS AND AMOUNTS
to eliminate or reduce should revenues decrease by 10%.

Based on the budget on the preceding pages, West Yellowstone would plan to eliminate and/or reduce the following projects:

- Reduce Opportunity by: \$100.00
- Reduce Consumer Show by: \$9,300.00
- Reduce Web Advertising by: \$2,500.00
- Reduce Web Maintenance by: \$2,500.00
- Reduce Administration by: \$2,100.00

Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: MARKETING SUPPORT: FULL-TIME MARKETING/PUBLIC RELATIONS PERSONNEL

Application Completed by: MARYSUE COSTELLO

The West Yellowstone Chamber has had a marketing and public relations position for almost three years. We have found this position to be very efficient and cost effective. The value of the local knowledge of the community and of situations cannot be overstated. This position has critical marketing and public relations responsibilities including:

- Creation, administration, and execution of the annual marketing plan, projects and budgets for Accommodations funding. Work closely with other marketing organizations (local, regional, MTOT) for grants and additional funding options, as well as co-operative advertising opportunities.
- Determine social media marketing strategies, management (including content creation and placement) for social media sites including Facebook, Twitter, Pinterest, FourSquare. Create social media marketing advertising campaigns.
- Drive internet marketing programs including SEO and SEM, website optimization, and internet advertising campaigns. Content creation, content and imaging library management, for the website, social media, and other on-line programs.
- Raise the level of marketing awareness and participation within our community through workshops and seminars, weekly marketing 'blasts,' monthly marketing reports at Chamber (CVB) meetings, and quarterly meetings of the Chamber Marketing Committee. Work to promote MTOT and West Yellowstone brand messaging.
- Coordination of publicity efforts including content creation and response as needed for news releases, PSA's, radio and television interviews, as well as on-line event calendars, blogs, and promotions. Organize resources and participation in media and familiarization tours. Create and implement crisis management plans with unified public relations and community wide updates to ensure accurate, timely, and continually updated information is sent to area businesses, residents, and visitors.
- Works with and directs any required professional agencies for high quality production and development of projects that require unique skills, such as developing our internet and social media framework.
- Work towards integration and all aspects of funding sources available for West Yellowstone marketing.

OBJECTIVES

Include the objectives from the narrative portion of your marketing plan that support this project.

- 1.0% increase (from July 2013 through June 2014) in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
- 1% increase in occupied room nights (from July 2013 through June 2014) over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.
- 0.25% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (January 2013 through December 2013) as reported by the National Park Service.
- 2% gain (July 2013 - June 2014) over the prior year (July 2012 - June 2013) for four website metrics: amount of visits, amount of page views, an increase in the average number of pages viewed, and an increase in average time on the website.
- 4% increase in social media followers (July 2013 - June 2014) over the prior year (July 2012 - June 2013).
- private sector and public agency participation in at least two projects during FY14.
- participate with one or both of the local marketing funds and/or granting organizations in at least three projects during FY14.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars.
- Continue to expand our marketing potential by participating in partnerships with other tourism organizations.

How does this project support the Strategic Plan?

We support Montana's 2013-2017 Tourism and Recreation Strategic Plan.

Detail

This graph of duties is not an exhaustive listing (nor is it intended to be) of the position. Emerging situations, media changes, and response to opportunities will result in the need for adaptation.

	Advertising	Publicity and Public Relations	Outreach	Web and Social Media
Roles and Responsibilities				
Strategic planning (including annual marketing plan), development, implementation and evaluation with administrative staff and marketing team	X	X	X	X
Research travel trends, traveler perceptions, marketing technologies and methods of implementation	X	X	X	X
Plan and manage resources according to approved budgets	X	X	X	X
Analysis and reports on approved budget items	X	X	X	X
Establish contracts	X	X		X
Produce relevant content and basic creative	X	X	X	X
Work proactively with Montana Office of Tourism and other tourism partners, both public and private, to maximize impact and reach	X	X	X	X
Work with administrative staff and marketing team for crisis communications		X	X	X
Create and manage media database program	X	X	X	X
Monitor and add content to websites, social media, etc.		X		X

WEST YELLOWSTONE CHAMBER OF COMMERCE
MARKETING SUPPORT: FULL-TIME MARKETING/PR POSITION

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0
TRAVEL:					
Personal Car	\$ 100	+	\$0	=	\$ 100
Commercial Transportation	\$ 100	+	\$0	=	\$ 100
Meals	\$ 100	+	\$0	=	\$ 100
Lodging	\$ 160	+	\$0	=	\$ 160
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$ 160	+	\$0		\$ 160
OTHER:					
Full-Time Position	\$44,437	+	\$0	=	\$44,437
Training, classes, workshops	\$ 103	+	\$0	=	\$ 103
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	
TOTAL	\$45,000		\$0		\$45,000
<hr/>					
REGION/CVB PROJECT TOTAL	\$45,000	+	\$0	=	\$45,000

West Yellowstone Chamber of Commerce**Application for projects over \$500****Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE**Project Name:** MARKETING SUPPORT: DISTRIBUTION OF VACATION PLANNERS**Application Completed by:** MARYSUE COSTELLO

Demand for West Yellowstone's Guidebook by Visitors Centers around the area remains high. We consider providing information for these guests bound for West Yellowstone as an important part of our marketing efforts. We also increase our level of respect and cooperation because we build relationships with other Chambers and CVB's and we enhance their ability to help guests by providing the requested information.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

- Distribute all 35,000 copies of the West Yellowstone Guidebook.
- 1.0% increase (from July 2013 through June 2014) in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
- 1% increase in occupied room nights (from July 2013 through June 2014) over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.
- 0.25% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (January 2013 through December 2013) as reported by the National Park Service.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to expand our marketing potential by participating in partnerships with other tourism organizations.

How does this project support the Strategic Plan?

We support Montana's 2013-2017 Tourism and Recreation Strategic Plan.

Detail

It is our plan to have the following Centers included in this distribution of 35,000 copies of our Vacation Planner. Others may be included as calls are received and supplies warrant.

- **Idaho:** Coeur d' Alene, Twin Falls, Malad City, Idaho Falls, Teton Valley, Ashton, Rexburg, St. Anthony Pocatello
- **Montana:** Big Timber, Big Horn Historic Center, Billings, Broadus, Culbertson, Dillon, Hardin, Red Lodge, Shelby, St. Regis, Wibaux
- **Wyoming:** Buffalo, Cody, Jackson, Cheyenne, Sundance, Kaycee, Sheridan, Pinedale, Thermopolis
- **Utah:** Salt Lake downtown, Bear Lake Visitor Center, Bear Lake State Park, Bear River Valley Chamber of Commerce, Salt Lake City airport, Tremonton, Cove Fort, Utah Office of Tourism

Marketing Support: Distribution of Vacation Planners

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0

TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0		\$0

OTHER:					
US Postal/FedEx & UPS Ground	\$2,450	+	\$0	=	\$2,450
and distribution direct from printer	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	
TOTAL	\$2,450		\$0		\$2,450

REGION/CVB					
PROJECT TOTAL	\$2,450	+	\$0	=	\$2,450

Application for projects under \$500

☒ Final☐ Preliminary**Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE**Project Name:** MARKETING SUPPORT: TRIBAL TOURISM SUPPORT**Application Completed by:** JAN STODDARD

As part of the on-going Marketing Plan recommendations from the Travel Advisory Council, we all need to help promote Montana's Indian nations & reservations, as well as tribal tourism.

In FY13, we created a page on our new website with content, links to state-wide tourism events, and a "Bannock Trail" map. from within our tourism organizations and the Montana tribes. In FY14, we will continue to build this web page with additional content and links to relevant Indian tourism events and locations. Our website events calendar coordinator will also add regional events to our Chamber calendar such as the annual Spring MSU Pow Wow. The costs associated with these two actions are covered under the website maintenance project.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

- 2% gain (July 2013 - June 2014) over the prior year (July 2012 - June 2013) for four website metrics: amount of visits, amount of page views, an increase in the average number of pages viewed, and an increase in average time on the website.
- private sector and public agency participation in at least two projects during FY14.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to expand our marketing potential by participating in partnerships with other tourism organizations.

How does this project support the Strategic Plan?

We support Montana's 2013-2017 Tourism and Recreation Strategic Plan.

Detail pages attached Yes☐ No**Budget page must be attached for approval.**

West Yellowstone Chamber of Commerce
CONSUMER MARKETING SEGMENTS: TRIBAL TOURISM SUPPORT

	State Tourism Funds	Other Funds	Total
PROFESSIONALSERVICES:			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
TOTAL	\$0 +	\$0 =	\$0
MARKETING/ADVERTISING:			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
TOTAL	\$0 +	\$0 =	\$0
TRAVEL:			
Personal Car	\$0 +	\$0 =	\$0
Commercial Transportation	\$0 +	\$0 =	\$0
Meals	\$0 +	\$0 =	\$0
Lodging	\$0 +	\$0 =	\$0
Vehicle Rental	\$0 +	\$0 =	\$0
TOTAL	\$0 +	\$0 =	\$0
OTHER:			
Enhance website page (included in web maintenance project costs) with content, links, and photos	\$100 +	\$0 =	\$100
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
TOTAL	\$100	\$100	\$0
<hr/>			
REGION/CVB PROJECT TOTAL	\$100 +	\$0 =	\$100

Approval Requested

 X Final Preliminary**Application for projects under \$500****ORGANIZATION NAME:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE**PROJECT NAME:** MARKETING SUPPORT: CRISIS MANAGEMENT**APPLICATION COMPLETED BY:** JAN STODDARD

Public relations are a key role in maintaining West Yellowstone's position as a top destination for travelers to Yellowstone Park and southwestern Montana. Public relations challenges for FY14 will derive from known factors and possibly unanticipated ones as well.

A primary challenge will be the economic downturn and convincing the traveling public that our destination is value-based. **Sequestration and budget cuts** will have a significant impact on access and services for both the national park system and national forests. These budget cuts also include wage reductions and job loss in our primary target markets. At this time, these budget cuts have a 10-year impact. However, we do not yet know the details of the on-going changes that will have to be made. We need to be able to react quickly when faced with the unexpected, e.g., earlier closing of Yellowstone Park to visitors.

The public's confusion regarding Yellowstone winter access will also continue until a mutual resolution is achieved. In the light of a negative decision or delayed winter access, this situation could escalate into crisis status for our community. Additionally, we are often confronted by unanticipated challenges including natural disasters that require crisis management.

In the advent of any of these unexpected situations, we need to proactively implement a crisis management process that we have created and successfully used in the past. This could include additional unanticipated expenditures including increasing hours of marketing publication relations and other support staff during the crisis. We may also need to hire additional staff for the Visitor Information Center and distribute bulletins to local businesses.

Our crisis management plan would include these components:

- Coordination with all agencies to have effective input in all press releases.
- Update relevant website content, including highlighted stories in the "new sections" of the home page on our own website, Chamber Facebook and Twitter accounts, as well as updates in relevant trip blogs such as Trip Advisor. *Note: it is critical to have updates in place early in the morning and throughout the day as situations are updated or changed.*
- Issue news releases if needed.
- Website content and news releases could contain the following:
 - Overview related to visitors
 - Specific information on the incident (location, size, containment, closures, evacuations, air quality)
 - Information on major road closures, alternative routes, major roads that are still open
 - Areas, attractions, and activities that are still available
 - Phone numbers and websites for additional information
- Update Yellowstone fire-specific pages on Facebook and Twitter that have already been established. These are specific social media accounts setup just for fire or other incidents that can be accessed by travelers. If needed, we can begin using these immediately, send it to

existing followers, promote on our existing web pages and other social media accounts, and use to alert media and local business partners.

- Coordination with Yellowstone Park, the USFS, Yellowstone concessionaires, and other partners to have an effective communication channel for all Yellowstone guests.
- Create and distribute notices to local and area businesses to better assist with their guests.
- Distribute appropriate information to key tourism contacts including MTOT, Wyoming Travel, Idaho Tourism, Yellowstone Country, other appropriate countries, appropriate Chambers and CVB's including organizations in neighboring states of Idaho and Wyoming, and the Salt Lake Utah area.
- Coordination with media including radio and television, news services. Coordination of radio Public Service Announcements if needed (PSA's).

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

- 0.25% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (January 2013 through December 2013) as reported by the National Park Service.
- private sector and public agency participation in at least two projects during FY14.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to expand our marketing potential by participating in partnerships with other tourism organizations and public agencies.

How does this project support the Strategic Plan?

We support Montana's 2013-2017 Tourism and Recreation Strategic Plan.

Detail pages attached Yes ☒ **No**

WEST YELLOWSTONE CHAMBER OF COMMERCE
MARKETING SUPPORT: CRISIS MANAGEMENT

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Coordination/management (including interagency media participation, web site updates, distribution of information, labor, fax and emails)	\$50	+	\$0	=	\$50
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$50		\$0		\$50
MARKETING/ADVERTISING:					
Internet news releases, radio PSA's	\$50	+	\$0	=	\$50
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$50	+	\$0	=	\$50
TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0		\$0
OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
<hr/>					
REGION/CVB PROJECT TOTAL	\$100	+	\$0	=	\$100

Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: CONSUMER MARKETING: CROSS SEASONAL CAMPAIGNS

Application Completed by: JAN STODDARD

West Yellowstone is fortunate to be the busiest entrance to Yellowstone Park, we have significantly more people traveling through our community than other gateway communities (1.4 million recreational visitors in 2012). Our Visitor Information Center (VIC) is also the busiest of any location in Montana handling over 110,000 visitors in 2012.

We know that our best customers are return customers. Our goal is to promote the unique activities, events, and seasons that West Yellowstone has to offer and develop a base of repeatable customers through offering clear lifetime value.

In 2011, we developed a campaign to leverage these attributes and address the substantial challenge in bringing these Yellowstone pass-thru visitors and activity-based groups back to West Yellowstone again, either in the same season or a following year through our "Comeback Campaign."

The campaign contains these elements:

- update, print, and distribute the "comeback calendar," a small printed piece that contains information on winter activities and events.
- distribute the comeback calendar at specific events.
- print a larger version of the comeback calendar as a poster display at the Visitor Center.
- create and display small posters with information about upcoming events in the plastic displays at the Visitor Information Center restrooms.
- furnish an electronic version of the comeback calendar to businesses to post on their website, or to print and distribute at consumer and trade shows. Businesses could also borrow the poster for display at these consumer shows.
- update and reprint of the "West of West Yellowstone" tear-off map. Maps will be physically distributed at the West Yellowstone Visitor Center and at various locations in and around West Yellowstone (lodging properties, restaurants, retail, and attraction locations).
- distribute an electronic version of the West map through the internet, via our website and social media websites, and in response to emails.
- work with local businesses to encourage links on their websites to the Calendar of Events, comeback calendar, and "West of West Yellowstone" tear-off map.
- Facebook ads to targeted shoulder and winter season consumer segments.

OBJECTIVES

Include the objectives from the narrative portion of your marketing plan that support this project.

- 1.0% increase (from July 2013 through June 2014) in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
- 1% increase in occupied room nights (from July 2013 through June 2014) over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.

- 0.25% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (January 2013 through December 2013) as reported by the National Park Service.
- 2% gain (July 2013 - June 2014) over the prior year (July 2012 - June 2013) for four website metrics: amount of visits, amount of page views, an increase in the average number of pages viewed, and an increase in average time on the website.
- 4% increase in social media followers (July 2013 - June 2014) over the prior year (July 2012 - June 2013).

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Target our market as accurately as possible.

How does this project support the Strategic Plan?

We support Montana's 2013-2017 Tourism and Recreation Strategic Plan.

Detail

Note: all printed pieces will contain the website page/QR code for the Calendar of Events on the website.

Comeback Calendar: 5,000 Calendar of events fold-over flyer:

- Flat Size:11.00X4.25
- Finish Size:3.66X4.25
- Print Type:4:4
- Paper Type:100lb Gloss Book Aqueous Coating recycled
- Folding Options: Tri-Fold / Letter Fold

Posters and flyers: 8 ½ X 11" and 11X17" single sided color flyers displayed in bathroom stall holders featuring activities and events throughout upcoming (or alternate) seasons (e.g., Rendezvous Race, Yellowstone Ski Festival, Annual World Snowmobile EXPO, Kids'N'Snow, Spam Cup races, Pine Needle Stampede, Old Faithful Cycle Tour, etc.). Two 24 X 36" posters with foam backing with fall and winter activity images printed on gloss

"West of Yellowstone Park" Map

Each spring, West Yellowstone has a unique opportunity. From mid-March through mid-April, Yellowstone Park closes the west entrance located at the edge of our community. There is a wealth of wildlife that can be easily spotted near West Yellowstone from the bison located along the western boundary of Yellowstone, bighorn sheep along Hebgen and Quake Lakes, elk and antelope feeding in fields, eagles and osprey along the roadways, and much more. We will update and print an 11 X 17" full color two side's tear-off map, along with an electronic (.pdf) version. 3,000 quantity.

Potential Online Marketing

Facebook ad campaigns targeting consumers with these attributes: geographically located with our drive markets (8 hours or less drive time from West Yellowstone); family or seniors; physically active with shoulder season type activities (fishing, hiking, scenic drives, photography, wildlife watching, Yellowstone Park fan, snowmobiling, snowshoeing, nordic skiing, ice fishing, etc.).

WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET
CONSUMER MARKETING: CROSS SEASONAL CAMPAIGNS

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Design & Layout of print including map and web banners	\$600	+	\$0	=	\$600
Print production	\$1,900	+	\$0	=	\$1,900
Mailing and distribution costs	\$50	+	\$0	=	\$50
Convert to an electronic .pdf	\$150	+	\$0	=	\$150
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$2,700		\$0		\$2,700

MARKETING/ADVERTISING:					
Internet Advertising (Google, Facebook)	\$2000	+	\$0	=	\$2000
	\$0	+	\$0	=	\$0
TOTAL	\$2000	+	\$0	=	\$2000

TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0		\$0

OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

REGION/CVB					
PROJECT TOTAL	\$4,700	+	\$0	=	\$4,700

Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: CONSUMER MARKETING: CONSUMER SHOW

Application Completed by: JAN STODDARD

According to a recent study by AARP Services, Inc. and Focalyst, more than 81 million adults aged 42 and older are planning to travel in the next year, and collectively they plan to spend \$126 billion on their next trip alone. On average, these families take trips in the largest groups and their spending per trip was highest among all segments. Word-of-mouth marketing is extremely effective in travel marketing—nearly all Boomer and Mature consumers report using word of mouth for travel ideas, making a large consumer shows such as AARP an effective tool for destination marketing.

Last year, the West Yellowstone Chamber with the West Yellowstone TBID attended the AARP (American Association of Retired Persons) annual consumer trade show, September 20-22, 2012 at the Morial Convention Center in New Orleans, LA. We worked with WY TBID Members, the West Yellowstone Chamber and members, Yellowstone National Park, USFS, and West Yellowstone organizations to most effectively promote our community and area assets and unique destination qualities.

- Distributed literature for WY TBID properties
- Distributed the West Yellowstone Guidebook
- Distributed information provided by Yellowstone National Park and the Gallatin National Forest emphasizing the wide array of activities available to destination travelers based in West Yellowstone
- Distributed the “Comeback to West Yellowstone “ calendar print piece with winter activities and events
- Displayed “*comeback*” to West Yellowstone another time, another season, or this winter signage created for the summer Comeback/Return customer project (already allocated in the Chamber Accommodations Marketing Budget and TBID summer marketing campaigns)
- Played existing video’s profiling West Yellowstone as a family friendly, soft adventure destination in all seasons.

The West Yellowstone TBID Fall Marketing Campaign also included an ad promoting the booth in the AARP Event Program. Over 20,000 of these programs were distributed at the show. The ad announced the booth and promoted the giveaway. We worked with local businesses to create two seasonal packages for a giveaway contest to encourage interest and acquiring more attendee information. The ad had a significant impact as we had a number of attendee’s walk up to the booth and ask if this was the “Yellowstone” or “Montana” booth.

We had consistently heavy traffic at the booth throughout all the hours that the trade show was open. Our location was adjacent to a prime corridor that was on the route to food and tables, and the restrooms for the exhibit hall. We would have people asking for information as soon as the trade show floor opened, throughout the day (standing in line waiting), and through the end of the show. On two days, security asked us to please leave because the trade show had closed for the evening.

The West Yellowstone TBID also sponsored the cost SWAP technology to capture leads directly onto mobile devices of individuals coming to the West Yellowstone booth. These leads were captured directly onto mobile devices, then downloaded and collated into one list and distributed to TBID members. 385

leads with a mailing address and 315 leads with email information were compiled into a database which was emailed to all TBID members.

Any email leads were also updated into the WYCC newsletter database. These names were included as part of a fall eblast promotion with a winter focus but also include subject & link back to those planning for 2013 warm season. The eblast had a 20% read through.

We plan to do a similar project this year. It would be a collaborative project between the West Yellowstone Chamber Marketing Committee, other local marketing funding organizations, and local businesses.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

- 1% increase (from July 2013 through June 2014) in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
- 1% increase in occupied room nights (from July 2013 through June 2014) over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.
- 0.25% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (January 2013 through December 2013) as reported by the National Park Service.
- 2% gain (July 2013 - June 2014) over the prior year (July 2012 - June 2013) for four website metrics: amount of visits, amount of page views, an increase in the average number of pages viewed, and an increase in average time on the website.
- 4% increase in social media followers (July 2013 - June 2014) over the prior year (July 2012 - June 2013).
- participate with one or both of the local marketing funds and/or granting organizations in at least three projects during FY14.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to expand our marketing potential by participating in partnerships with other tourism organizations.

How does this project support the Strategic Plan?

We support Montana's 2013-2017 Tourism and Recreation Strategic Plan.

Detail will be submitted with final project application

West Yellowstone Chamber of Commerce
Consumer Marketing: Consumer Show

	State Tourism Funds	Other Funds	Total
PROFESSIONALSERVICES:			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
TOTAL	\$0	\$0	\$0
MARKETING/ADVERTISING:			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
TOTAL	\$0 +	\$0 =	\$0
TRAVEL:			
Personal Car	\$0 +	\$0 =	\$0
Commercial Transportation	\$0 +	\$0 =	\$0
Meals	\$0 +	\$0 =	\$0
Lodging	\$0 +	\$0 =	\$0
Vehicle Rental	\$0 +	\$0 =	\$0
TOTAL	\$0 +	\$0	\$0
OTHER:			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	
TOTAL	\$0	\$0	\$0
<hr/>			
REGION/CVB PROJECT TOTAL	\$10,000 +	\$5,0000 =	\$15,000

X Final

____ Preliminary

Application for projects over \$500

ORGANIZATION NAME: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: CONSUMER MARKETING: NORDIC SKIING DESTINATION & EVENT MARKETING

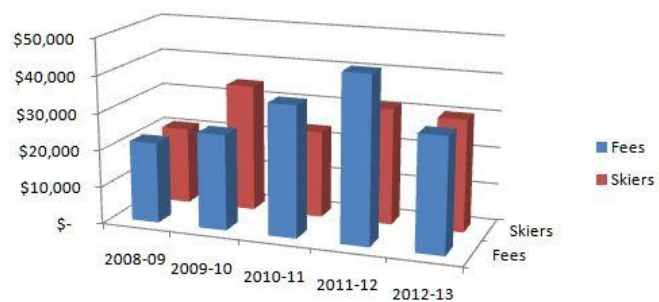
APPLICATION COMPLETED BY: JAN STODDARD

West Yellowstone is fortunate to have the perfect mix of cross country ski opportunities with a nationally-recognized trail system in the Rendezvous Ski Trails, one of the few pet-friendly trails in the Boundary Trail paralleling the west boundary of Yellowstone Park, and in-town access to Yellowstone Park's Riverside Ski Trail. Additionally, West Yellowstone is becoming recognized as a base for great back country skiing, spring crust crusin', and earning the reputation as a "ski-friendly" community. Additionally, the West Yellowstone Ski Education Foundation (WYSEF) sponsored national caliber ski workshops and races, as well as citizen races and ski education for local and regional participants.

This chart shows the significant growth in skiers and fees collected on the Rendezvous Ski Trail system for the past five years. Snow conditions were poor at the beginning of the ski season (November/December) resulting in fewer seasonal trail passes sold.

The lack of snow during the annual Yellowstone Ski Festival held over Thanksgiving Week (November) resulted in cancellations from a number of teams. West Yellowstone TBID collections were down 35% for the month of November proving just how critical Nordic skiing is to our community.

Season FLREA totals for Rendezvous Ski Trails



Season is from December 1 through March 31

The Chamber has worked closely with local businesses, WYSEF, and other marketing groups to craft a synergistic multi-media campaign that advertises cross country ski events offered throughout the winter and promotes West Yellowstone as a family-friendly ski destination.

Our winter season consumer advertising campaign targeting cross-country skiers will again emphasize primary Nordic events including the Yellowstone Ski Festival and the Rendezvous Ski Race, as well as smaller local events such as Taste of the Trails, Free Trails Day, and regional ski races. We will also continue to emphasize West Yellowstone as a Nordic ski destination by *inviting skiers and their families back for another same season visit to West Yellowstone.*

This project will employ various multi-media options including web, print, online news articles, and editorial where possible.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

- Increase event participation with a 2% increase over 2011/2012 in registrations for the Yellowstone Ski Festival and Rendezvous Ski Race.

- 1.0% increase (from July 2013 through June 2014) in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
- 1% increase in occupied room nights (from July 2013 through June 2014) over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.
- private sector and public agency participation in at least two projects during FY14.
- participate with one or both of the local marketing funds and/or granting organizations in at least three projects during FY14.

Identify the portions of your marketing plan which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

How does this project support the Strategic Plan?

We support Montana's 2013-2017 Tourism and Recreation Strategic Plan.

Media Name	Approx. Cost	Description
Skinny Ski	\$650.00	Yellowstone Ski Festival and Rendezvous Ski Race: web banner ads and on-line news releases
FasterSkier.com	\$5,000.00	Website ads, banner, Ski Festival program banner, online news releases and photo albums etc.
Cross Country Skier	\$1,750.00	Print ads and web banners in Oct/Nov, Dec/Jan, Feb/Mar issues
Silent Sports	\$1,150.00	Print ads; web banner, links
Nordic Ski Racer	\$300.00	Annual events ad (online banner ad)
TUNA	\$440.00	Utah Nordic Alliance Association Newsletter print ad
Jackson Hole Daily; Jackson Hole News & Guide	\$250.00	Newspapers with distribution in Jackson Hole, Wyoming and western Wyoming. Web banners.
SkiTraxx	\$860.00	On-line web banner ads, links, and blogs
Outdoors NW	\$950.00	Winter activity specialty publication with distribution in Seattle, WA and surrounding areas (print ad).
Master Skier	\$1,000.00	High end print publication (annual) for the Nordic Ski Community. page color print ad.
Facebook Advertising Campaign	\$850.00	Facebook ads for specific ski events targeting specific geographic locations in Utah, Idaho, Wyoming, Colorado, and Oregon for Nordic skier specific activities and likes.
Creative	\$800.00	for all print ads and web banners

\$14,000.00

WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET
CONSUMER MARKETING: NORDIC SKIING DESTINATION & EVENT MARKETING

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Design & Layout of print and/or web banner ads	\$800	+	\$0	=	\$800
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$800		\$00		\$800

MARKETING/ADVERTISING:					
Media placement including web	\$13,200	+	\$0	=	\$13,200
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$13,200	+	\$0	=	\$13,200

TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0		\$0

OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

REGION/CVB					
PROJECT TOTAL	\$14,000	+	\$0	=	\$14,000

Approval Requested X Final Preliminary**Application for projects over \$500****ORGANIZATION NAME:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE**PROJECT NAME:** CONSUMER MARKETING: SNOWMOBILE DESTINATION & EVENTS MARKETING**APPLICATION COMPLETED BY:** JAN STODDARD

West Yellowstone has created significant product development in the snowmobile market over nearly 40 years with nationally-recognized trails, grooming programs, annual events, and advertising. Snowmobilers, seasoned riders as well as first time adventurers, continue to be a significant target market for our winter economy. Historically, we have pulled from niche markets across the snow-belt and in key drive markets. In more recent years, we have seen growth in new markets primarily mid-Atlantic and southern states (North Carolina, Florida, Alabama, Louisiana, and Texas).

However, in a challenging economy and increasingly competitive winter destination travel market, we need to increase our visibility to broader markets and audiences. The marketing challenge for this activity segment is to attract people that make spontaneous decisions to come for a day or stay overnight as well as extended (4+ nights) winter vacationers. For both groups, we need to drive longer length of stay by combining snowmobiling with small family-friendly community events such as our annual World Snowmobile EXPO & Power Sports Show.

The March 2013 EXPO had a combined attendance of 5,885 across the 3-day event. This was down slightly from the 2012 EXPO attendance. Power Sports events across the nation have been significantly impacted by the continuing recession. However, the EXPO continues to be an important event that we will support this year. The Chamber's Snowmobile Events Committee is reviewing changes to the events and schedule for improvements in 2014.

We will use snowmobile publications, regional newspapers and electronic newsletters, and other multi-media opportunities to focus on our well-groomed system of trails, great powder riding in conjunction with the annual World Snowmobile EXPO. Online marketing selected would drive people to the winter landing pages on our web site and other related sites.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

- increase EXPO 2014 gate attendance by 1% over EXPO 2013.
- private sector and public agency participation in at least two projects during FY14.
- participate with one or both of the local marketing funds and/or granting organizations in at least three projects during FY14.
- 1.0% increase (from July 2013 through June 2014) in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
- 1% increase in occupied room nights (from July 2013 through June 2014) over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.

Identify the portions of your marketing plan which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.

- Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

How does this project support the Strategic Plan?

We support Montana's 2013-2017 Tourism and Recreation Strategic Plan.

Detail

<i>Media</i>	<i>Market</i>	<i>Publication</i>	<i>Schedule</i>	<i>Description</i>	<i>Approx. Cost</i>
Print & web	Eastern and SE Idaho with overlap into western Wyoming. Developed enthusiasts, regional drive	Teton Valley News, Driggs Idaho	Feb/March 2014	2 ads and banner. Size for the display ad is 9.833" (w) x 7.752" (h). The online ad will be 300 x 250 pixels. Will print news release.	1200.00
Print & web	Eastern Idaho drive marketing and heavy Utah subscription base	Island Park Journal, Island Park, Idaho	Feb/March 2014	1/2 page full color and no charge press releases & photos	475.00
Web	Snowmobilers & Power sports, nationwide	Snow West Magazine	Jan/Feb/March 2014	728 X 90 pixel, full color banner; and series of 3 e-blasts to subscriber list	600.00
Print	Snowmobilers & Power sports, Rocky Mountain	Idaho state snowmobile association newspaper snow biz	February March issue	3/4 page vertical color	450.00
Print	Snowmobilers & Power sports, Rocky Mountain	WA state snowmobile association newspaper -	January & March issues	3/4 vertical color print ad	1420.00
Print & web	Snowmobilers & Power sports, Rocky Mountain	UT state snowmobile association newspaper - Snow Scoop	January & February issues	full page, color negotiate for free banner	880.00
Print & web	Snowmobilers & Power sports, Rocky Mountain	MT state snowmobile association	February & March issues	1/2 age B&W ad, link from website	350.00
Website	National	snowmobileexpo.com	as needed	website content and image updates	250.00
Creative	N/A	N/A	as needed	print and web ad designs	375.00
Total:					6000.00

WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET
CONSUMER MARKETING: SNOWMOBILE DESTINATION & EVENT MARKETING

	State Tourism Funds	Other Funds	Total
PROFESSIONALSERVICES:			
Design & Layout of print and web ads	\$400 +	\$0 =	\$400
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
TOTAL	\$400	\$0	\$400

MARKETING/ADVERTISING:			
Media placement including web	\$5,600 +	\$0 =	\$5,600
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
TOTAL	\$5,600 +	\$0 =	\$5,600

TRAVEL:			
Personal Car	\$0 +	\$0 =	\$0
Commercial Transportation	\$0 +	\$0 =	\$0
Meals	\$0 +	\$0 =	\$0
Lodging	\$0 +	\$0 =	\$0
Vehicle Rental	\$0 +	\$0 =	\$0
TOTAL	\$0 +	\$0 =	\$0

OTHER:			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
TOTAL	\$0	\$0	\$0

REGION/CVB	\$6,000 +	\$0 =	\$6,000
PROJECT TOTAL			

Application for projects over \$500**Organization Name:** West Yellowstone Montana Chamber of Commerce**Project Name:** Consumer Marketing: Ice Fishing Destination & Tournament Marketing**Application Completed by:** JAN STODDARD

Diversification of winter activities, especially due to uncertainty regarding Yellowstone over snow access, is critical for our community. In 2012, a local group came together and offered a competitive ice fishing tournament, in the West Yellowstone/Hebgen Lake. This national circuit tournament is in its third year and is the force behind creating national recognition for West Yellowstone as an ice fishing destination location.

The 2013 The NAIFC Ice Fishing Tournament weekend was a great success! 162 kids hit the ice for the Kid's Ice Fishing Clinic and 69 teams participated in the tournament on Sunday - both increases from last year. A survey of participating teams found:

- 75% were from Montana. Billings was the biggest Montana draw, after towns in the immediate Hebgen Lake region. 7% of the registrants were from Idaho and another 7% from Utah, with the remaining 11% coming from 7 other states including, ND, SD, MN, WY, CO, CA and OR. 167 people were new to this tournament.
- The anglers reported staying at 12 different motels, besides those who stayed with friends, for an average of 2.2 nights. 7 of those 12 motels were Tournament Sponsors. They reported eating at 14 different restaurants, with 7 being Tournament Sponsors and 3 more being Team Sponsors. Snowmobiling topped the list of other activities, with x-country skiing, drinking/gambling and Kids'N'Snow also getting multiple mentions. *Repeatedly, anglers commented about the fantastic hospitality in West Yellowstone--and their plans to return!*

The NAIFC (North American Ice Fishing Circuit) bring hundreds of people to town for the weekend of the event, and additional visitors throughout the year as they come to fish the lake to prepare for the tournament. The event includes ice fishing seminars and instruction for adults and for kids, which will teach more people about a winter sport they can do on the underutilized water resource in our area (Hebgen Lake).

Plans for the 2014 season include again working with NAIFC to administer this national tournament using its established procedures, which gives visibility and credibility to this new event as a national competitive event. The NAIFC will provide national promotion/marketing, media coverage on its television show, seminars by expert ice fishermen during the event, a kid's workshop and fishing event and will lead administration of the event itself.

Prior to the event, we manage specific timelines, task lists, administration, and tracking of progress, along with national advertising and publicity with NAIFC. On-site during the event, NAIFC manages the seminars and programs, logistics, and tournament, as well as television and media coverage during the event, at a cost that is considerably less than hiring an event coordinator and support staff.

A local committee of West Yellowstone and Hebgen Lake community leaders will manage fundraising, local/regional marketing and promotion, community opportunities associated with the event and volunteer workers to work with NAIFC on the event. The local committee (WY/Hebgen Lake Ice Fishing Tournament Committee) will take responsibility for monitoring and supervising the project.

The tournament and family Ice Camp will take place on Hebgen Lake. The Friday night seminars and dining options will be based in various West Yellowstone locations preferably within walking distance to encourage foot traffic throughout town. A Saturday evening S'mores event (in conjunction with the Kids'N'Snow weekend) and live bands will also encourage families and participants to base from West Yellowstone.

In 2013, the committee also initiated the Rocky Mountain Ice Fishing Product Fair held in conjunction with the tournament. It was a pilot program to see if suppliers from the ice fishing industry would attend. We had eight vendors from Idaho and Montana. The Fair will be expanded this year with nation-wide suppliers and sponsors. This is another important part of creating and sustaining an ice fishing culture and reputation in our area.

OBJECTIVES

Include the objectives from the narrative portion of your marketing plan that support this project.

- Eighty-five team participation for the third year tournament.
- private sector and public agency participation in at least two projects during FY14.
- participate with one or both of the local marketing funds and/or granting organizations in at least three projects during FY14.
- 1.0% increase (from July 2013 through June 2014) in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
- 1% increase in occupied room nights (from July 2013 through June 2014) over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.

Refer to the portions of your marketing plan, which support this project.

- ◆ Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- ◆ Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.
- ◆ Continue to expand our marketing potential by participating in partnerships with other tourism partners.

How does this project support the Strategic Plan?

We support Montana's 2013-2017 Tourism and Recreation Strategic Plan.

Detail

National and Regional Internet Advertising:

- banner ads and links on specific ice fishing/winter fishing informational websites, ice fishing equipment sponsors, ice fishing/winter fishing forums/blogs, fishyspot.com, iceshanty.com, ice-fishing-central.com, www.bigfishtackle.com, icefishing247.com, icefishingchat.com IceMen tournament and destination video production costs
- Targeted Facebook advertising campaigns to specific activity likes in the following states: UT, ID, WY, MT, ND, SD, OR, WA, MN, WI, IA, MI

Print including:

- 11 X 17" color posters for distribution at local and regional sporting goods stores, lodging and power sports dealers
- Newsprint and/or banner ads in major newspapers in larger population cities in neighboring states including: Pocatello, Driggs, and Idaho Falls, ID; Jackson , WY; Bismarck, ND.

WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET

Consumer Marketing Destination Events Promotion: Ice Fishing

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Creative for ads, web banners, and posters	\$400.00	+	\$0.00	=	\$400.00
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$400.00		\$0.00		\$400.00
MARKETING/ADVERTISING:					
Media placement including banner ads on ice fishing blogs, Facebook ads, regional newsprint or banners	\$3,248	+	\$0	=	\$3,248
Posters print	\$100	+	\$0	=	\$100
	\$0	+	\$0	=	\$0
TOTAL	\$3,348	+	\$0	=	\$3,348
TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0		\$0
OTHER:					
IceMen television show production costs covering the tournament weekend and profiling West Yellowstone as a winter destination	\$1,000	+	\$0	=	\$1,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	
TOTAL	\$1,000		\$0		\$1,000
<hr/>					
REGION/CVB PROJECT TOTAL	\$4,748	+	\$0	=	\$4,748

Approval Requested X Final Preliminary**Application for projects over \$500****Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE**Project Name:** CONSUMER MARKETING: FAMILY DESTINATION & KIDS'N'SNOW EVENT**Application Completed by:** JAN STODDARD

As a gateway to Yellowstone Park, West Yellowstone is subject to the economic ups and downs triggered by off-seasons and access that creates a cascade of challenges. Over 75% of business in the winter is generated by snowmobile, snowcoach and cross-country skiing business. However, twice in the last four years, the number of snowmobiles allowed in the Park has been drastically reduced, with an immediate negative impact on the winter tourism.

One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing inter-generational niche. And, while it is critical to market to our historical winter niche market (snowmobilers and Yellowstone Park winter enthusiasts), it is just as important to develop new winter products that appeal to different market segments or enhance existing ones.

The challenge was to create a new product that raises regional and national awareness of West Yellowstone as a family-friendly destination. Additionally, we asked, "How do we build on the Montana brand? How do we capture the incredible natural beauty of our landscapes, the almost unlimited array of activities, and the vibrancy of our communities into a product that brings back visitors to Montana again and again?"

The Kids'N'Snow program started with a "test" weekend in December 2010 to see whether we could work with strategic partners to create a new program. The weekend was so successful, we decided to continue featuring one Kids' weekend each month during the 2011/2012 winter season. Weekends were structured around existing events and expanded with other additional activities. During the winter 2012/2013 season, we continued the program with even better results. Within 72 hours of opening up registration on the Kids' website, we would fill almost all of the activities with out-of-town families.

A variety of activities will again be offered next winter, and funded, by strategic partners including:

- **Yellowstone National Park** interpretive rangers offering ranger-led snowshoe hikes
- **Hebgen Lake District** of the Gallatin National Forest will offer hike & learn sessions in the forests for beginning snowshoe enthusiasts.
- The **West Yellowstone Education Ski Foundation** and other volunteers will offer Nordic Ski FUN-damentals introducing kids to cross country skiing. Kids aged 13-years and younger were encouraged to play on skis through activities such as a relay race, an obstacle course, musical chairs, and a sprint.
- The **Grizzly Wolf & Discovery Center**, a non-profit animal sanctuary, offering interactive classes for kids including: Ready, Set, Snow!, The Mountain That Loved a Bird, and Produce a Predator.
- Local businesses and the West Yellowstone Chamber sponsoring "S'mores and Skating" (including free ice skate rentals) and offering "Snowcoach Samplers," a chance to ride into Yellowstone Park on a snowcoach.

- The West Yellowstone Snowmobile Events Committee added snowmobile rides with providing two Arctic Cat M120 snowmobiles (kid-sized) for use during Kids'N'Snow events.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

- offer Kids'N'Snow weekends with one weekend for each winter month
- private sector and public agency participation in at least two projects during FY14.
- participate with one or both of the local marketing funds and/or granting organizations in at least three projects during FY14.
- 1% increase (from July 2013 through June 2014) in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
- 1% increase in occupied room nights (from July 2013 through June 2014) over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.
- Continue to expand our marketing potential by participating in partnerships with other tourism partners.

How does this project support the Strategic Plan?

We support Montana's 2013-2017 Tourism and Recreation Strategic Plan.

Detail

<i>Media</i>	<i>approximate cost</i>	<i>description</i>
Idaho Falls Post Register (Idaho Falls, ID)	\$3,275.00	Holiday Happenings Winter Guide 6.778"x4" color ad; Farm & Ranch print ads; PR banner ads
Magic Valley Twin Falls (Twin Falls, ID)	\$1,275.00	Holiday/Winter Guide: four 1/4 page color and 30-day banner. Schedule: Both >Flyerboard & Mobile Flyerboard from Nov. 16th thru Dec. 15th (full 30 days)Nov. 28th & Dec. 2nd (Sun & Wed are highest read days)Dec. 7th & 12th (Friday is our Entertainment)
Teton Valley News (Driggs, ID)	\$2,400.00	Get Out winter guide - full page color ad and banner for 3 months - full color page back cover; monthly newsprint and banner ads (1/4 pg)
Madisonian (Ennis, MT)	\$1,850.00	Winter Times - Full page color ad - 10" (W)X11.25" (H) with yellowstone winter editorial article; monthly ad
Island Park Journal (Island Park, ID)	\$700.00	1/2 pg b&W Dec 5th \$116.00 plus creative
N/A	\$250.00	Creative services
N/A	\$250.00	Website Updates
Total:	\$10,000.00	

WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET
CONSUMER MARKETING: FAMILY DESTINATION & KIDS'N'SNOW EVENTS

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Design & Layout of print and web					
ads, newsletter, blasts	\$250	+	\$0	=	\$250
Website updates	\$250	+	\$0	=	\$250
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$500		\$0		\$500
MARKETING/ADVERTISING:					
Media placement including print,					
internet advertising	\$9,500	+	\$0	=	\$9,500
TOTAL	\$9,500	+	\$0	=	\$9,500
TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0		\$0
OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
<hr/> <hr/>					
REGION/CVB	\$10,000	+	\$0	=	\$10,000
PROJECT TOTAL					

Approval Requested X Final Preliminary**Application for projects over \$500****Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE**Project Name:** WEB: MAINTENANCE, DEVELOPMENT, MOBILE APPLICATION & WEB CAMS**Application Completed by:** MARYSUE COSTELLO & JAN STODDARD

Our website, www.destinationyellowstone.com is our primary marketing tool for distributing information to prospective and on-site travelers. Due to numerous issues, it was necessary to rebuild the site in a CMS format, update content, and integrate social media and news feeds in 2012. The new website launched on June 4th, 2012 along with search optimization tools and techniques.

This project includes the following components:

Maintenance: This year's project plan includes the annual maintenance fee of \$5,000 for this application (see list under detail for specific tasks).

Development: Identify possible new applications and technology integrations and incorporate these into our new website. This could include:

- design, develop and implement additional buttons and/or pages to our web site as promotions and opportunities arise.
 - Development of podcasts and use of streaming video. This will also involve purchase of software and some training of our current staff to be able to produce and introduce podcasts.
- Website Technology Enhancements:
- Update the .pdf of our Destination Guidebook on our website, enable RSS feeds, upload podcasts, and additional YouTube/Vimeo videos

Mobile Application: In order to stay competitive, we also have to stay on top of new technologies. Late in the 2010 Marketing Year, we contracted with a mobile app technology provider who has already developed similar applications for national parks and communities bordering parks. The West Yellowstone TBID partnered with us on this project for both cost and resources to input content.

Web Cam: In 2010, we replaced a defunct webcam (located at the trailhead for the Rendezvous Ski Trail) with a new camera and housing and switched to a dedicated transmission connection and more responsive service provider. This year's web marketing project includes monthly maintenance and hosting costs.

OBJECTIVES

Include the objectives from the narrative portion of your marketing plan that support this project.

- 2% gain (July 2013 - June 2014) over the prior year (July 2012 - June 2013) for four website metrics: amount of visits, amount of page views, an increase in the average number of pages viewed, and an increase in average time on the website.
- 4% increase in social media followers (July 2013 - June 2014) over the prior year (July 2012 - June 2013).

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

HOW DOES THIS PROJECT SUPPORT THE STRATEGIC PLAN?

We support Montana's 2013-2017 Tourism and Recreation Strategic Plan.

Detail

Maintenance Tasks

- Ensure that the website is up (on-line) and functioning.
- Check daily (refresh cache) and that the website is on-line
- Working navigation to key pages (eat, sleep, play, etc.).
- Verify search functions working for lodging and campgrounds.
- On a monthly basis, check that links to all pdf's (maps, information sheets, etc.) and embedded text links are functioning.
- Test contact form, pdf download and e-newsletter links (and auto responses) are working.
- Check on links to webcams.
- Check that snowmobile and cross country ski trail reports are loading (seasonal).
- Check Trip Planner is functioning and send a test email to check auto-response.
- Check all external linking from the website.
- Check all links to social media (Twitter, Pinterest, Facebook) and ensure that Tweets are loading and updating appropriately.
- Responsible for updating WYCC business listings and descriptions (Google Docs and website).
- Responsible for approving new/revised WYCC business listings and descriptions.
- Responsible for approving new/revised calendar of event submissions.
- Assist in approving new/revised specials/coupons.
- Responsible for web site content creation and upload.
- Update revised content (business listings).
- Add new member listings.
- Add new content as available (news, calendar ,new play categories, etc.) to existing sections.
- Review content for keyword density (within first 200 characters and no more than 5% density).
- Add new secondary pages for play section.
- Update content with new or revised keywords/keyword phrases.
- Add new attachments (maps, etc.).
- Work with TBID administrator as needed for website maintenance and enhancements.
- Work with WYCC snowmobile events committee for website content creation, schedule updates, maintenance and enhancements of www.snowmobileexpo.com.
- Responsible for photo, video, and imaging website updates.
- Change photo sequencing (monthly).
- Add new photos (seasonal) or to enhance existing listings (calendar, secondary pages, news stories).
- Alt tags should be loaded with all new images.
- Upload video clips.

- Training: work with WYCC members (existing and new inquiries) on how to complete forms (business listing and specials).
- Work with WYCC members and community on how to complete the event submission form.
- Train VIC staff on website (where & what information, links, attachments, etc.). Train staff on responding to the contact form (scripts for standard responses) and audit as needed. Train staff on updating snowmobile and cross country ski reports.
- Work with Marketing on Google Analytics (reports to run) and tracking.
- Work with Marketing on development of meta- and alt-tags (initial and then revisions).
- Work with Marketing on linking strategy (developing/correcting in-bound links, embedded website links, external links from the website).
- Run organic search checks on Google, Bing, and Yahoo for keywords/long-tail phrases and document standing.
- Website Analytics and Marketing Interface.
- Advertising (if added to website): work with Wendt on pre-designated ad placements and process for inserting furnished ads in acceptable formats and determining rotation; work with Chamber members on ad requirements; approve ads and upload.

WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET
WEB: MAINTENANCE, DEVELOPMENT, WEB CAM, MOBILE APPLICATION

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Strategy Sessions & Training	\$100	+	\$0	=	\$100
SEO for new website	\$0	+	\$0	=	\$0
New website development and technologies	\$1,000	+	\$0	=	\$1,000
Mobile application maintenance and upgrades	\$6,500	+	\$5,000	=	\$11,500
TOTAL	\$7,600		\$5,000		\$12,600

MARKETING/ADVERTISING:					
Media placement ad and web links, banners, social media ads, etc.	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0

TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0

OTHER:					
Web site hosting and maintenance, web cam hosting and monthly maintenance	\$1,500	+	\$0	=	\$1,500
Software/technology purchase & upgrades	\$1,600	+	\$0	=	\$1,600
Part-time year-round time of staff trained in the content management and database system updates and administration	\$5,000	+	\$0	=	\$5,000
TOTAL	\$8,100		\$0		\$8,100

REGION/CVB PROJECT TOTAL	\$15,700	+	\$5,000	=	\$20,700
---------------------------------	-----------------	---	----------------	---	-----------------

Approval Requested☐ Final☒ Preliminary**Application for projects over \$500****Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE**Project Name:** WEBSITE ADVERTISING AND PROMOTION**Application Completed by:** MARYSUE COSTELLO & JAN STODDARD

In addition to maintaining an optimized website that integrates with social media and the latest technology, and is competitive, it is necessary to promote it. We will do so through the following actions:

Web-based advertising

- Our current advertising campaigns to drive traffic to our website are still in progress. Once those have completed, we can evaluate the results develop our campaigns for FY14. This could be MTOT co-operative advertising programs.

Social Media Strategies

- Continue to expand and encourage a networked virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages. Further develop the West Yellowstone Facebook, Twitter and Pinterest accounts to promote our West Yellowstone website, distribute information and publicize events.
- Use of new social media avenues as they become applicable to a business or tourism situation (e.g., LinkedIn, Gowalla, FourSquare or others).
- Enhance content and photo offerings on travel-related and events-information sites such as Trip Advisor, Google Maps, Google Places, and Yelp.

SEO:

- Meta-tag and alt-tag (based on optimal key words and phrases) quarterly updates
- Hire a firm to submit our tags on a quarterly basis.
- We will work with the West Yellowstone TBID to co-fund our SEO efforts.

Gather Data and Assess Effectiveness:

- Perform analytics. This will give us information we need to have in making future decisions on development and expansion of pages within our site. As well it will direct future web based marketing.

E-Blasts and E-Newsletters:

- Continue to collect emails and collate them into an online database: This will be done in conjunction with our electronic newsletters.
- Send out electronic newsletters profiling upcoming events, specific specials and "hot deals". Currently we plan this as a quarterly offering and then will increase that for our shoulder seasons, funds permitting.
- Push out information to our local businesses and organizations so they are better prepared to exceed our visitor's expectations.

OBJECTIVES

Include the objectives from the narrative portion of your marketing plan that support this project.

- 2% gain (July 2013 - June 2014) over the prior year (July 2012 - June 2013) for four website metrics: amount of visits, amount of page views, an increase in the average number of pages viewed, and an increase in average time on the website.
- 4% increase in social media followers (July 2013 - June 2014) over the prior year (July 2012 - June 2013).

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

HOW DOES THIS PROJECT SUPPORT THE STRATEGIC PLAN?

We support Montana's 2013-2017 Tourism and Recreation Strategic Plan.

Detail will be submitted with final project application

WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET
WEBSITE ADVERTISING AND PROMOTION

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Creative work for ad banners	\$500	+	\$0	=	\$500
SEO for new website	\$3,500	+	\$3600	=	\$7,100
TOTAL	\$4,000		\$3,600		\$7,600

MARKETING/ADVERTISING:					
Media placement ad and web links, banners, social media ads, etc.	\$8,000	+	\$0	=	\$8,000
E-Newsletter & blasts: create & distribution	\$3,000	+	\$0	=	\$3,000
TOTAL	\$11,000	+	\$0	=	\$11,000

TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0

OTHER:

TOTAL	\$0		\$0		\$0
--------------	------------	--	------------	--	------------

REGION/CVB	\$15,000	+	\$3,600	=	\$18,600
PROJECT TOTAL					

ADDENDUM ONE: VISITOR COMPARISON (based on ITRR non-resident survey data)

Based on quarterly ITRR Non-Resident Survey Project		1s time-repeat-mixed %	av MT nights	Top 3 Transp	Top 3 Lodging Types	Top 3 Av. Age Groups	Gender	Top 3 type of party	Top 5 origin	Top 4 activities	Top Source
2009 (Q3 & Q4 only)	1 night in West Yell	F27%-R42%-M31%	5.62	80% Auto 14% RV/Motor 5% Air	42% Hotel 18% private campgrd 10% public campgrd	38% 55-64 35% 45-54 26% 35-44	50% Male 51% Female	40% Couple 25% Imm Fam 10% Fam/Friends	UT, CA, WA, TX, MO	Scenic driving, wildlife watching, nature photography, recreational shop	53% Internet Search
	drove thru West Yell	F25%-R47%-M27%	5.2	80% Auto 9% RV/Motor 8% Air	39% Hotel 13% home of friend 12% private campgrd	41% 55-64 30% 45-54 17% 65-74	56% Male 44% Female	41% Couple 28% Imm Fam 18% Self	ID, CA, WA, UT, TX	Scenic driving, wildlife watching, nature photography, day hiking	35% Internet Search
	drove thru YNP	F32%-R41%-M28%	5.31	66% Auto 12% RV/Motor 11% Air	39% Hotel 13% home of friend 12% private campgrd	40% 55-64 35% 45-54 25% 35-44	53% Male 47% Female	46% Couple 26% Imm Fam 14% Self	CA, ID, UT, WA, CO	Scenic driving, wildlife watching, nature photography, day hiking	34% Internet Search
2010	1 night in West Yell	F19%-R49%-M32%	5.12	70% Auto 15% RV/Motor 7% Motorcycle	51% Hotel 27% private campgrd 8% resort/condo	47% 55-64 33% 65-74 28% 45-54	54% Male 47% Female	51% Couple 25% Imm Fam 9% Self	CO, ID, MN, UT, CA	Scenic driving, wildlife watching, nature photography, day hiking	46% Internet Search
	drove thru West Yell	F23%-R45%-M32%	4.59	74% Auto 16% RV/Motor 4% Air	40% Hotel 20% private campgrd 11% home of friend	42% 55-64 35% 65-74 33% 45-54	59% Male 41% Female	52% Couple 24% Imm Fam 12% Self	ID, CA, UT, CO, MN	Scenic driving, wildlife watching, nature photography, day hiking	42% Internet Search
	drove thru YNP	F25%-R45%-M30%	5.14	71% Auto 16% RV/Motor 9% Air	40% Hotel 18% private campgrd 11% public campgrd	44% 55-64 36% 65-74 30% 45-54	55% Male 45% Female	54% Couple 21% Imm Fam 11% Self	ID, CA, UT, ID, TX	Scenic driving, wildlife watching, nature photography, day hiking	42% Internet Search

Based on quarterly ITRR Non-Resident Survey Project		1s time-repeat-mixed %	av MT nights	Top 3 Transp	Top 3 Lodging Types	Top 3 Av. Age Groups	Gender	Top 3 type of party	Top 5 origin	Top 4 activities	Top Source
2011	1 night in West Yell	F43%-R37%-M20%	5.43	65% Auto 12% RV/Motor 12% Air	60% Hotel 16% private campgrd 13% 2nd/cabin/condo	41% 55-64 41% 45-54 27% 35-44	63% Male 37% Female	52% Couple 26% Imm Fam 12% Self	ID, CA, UT, TX, BRIT C	Scenic driving, wildlife watching, nature photography, recreational shop	42% Internet Search
	drove thru West Yell	F36%-R47%-M18%	5.77	73% Auto 12% RV/Motor 8% Air	46% Hotel 14% home of friend 13% private campgrd	45% 55-64 33% 65-74 29% 45-54	59% Male 41% Female	50% Couple 20% Imm Fam 19% Self	ID, CA, WA, FL, MN	Scenic driving, wildlife watching, nature photography, recreational shop	36% Internet Search
	visited YNP*	F39%-R41%-M21%	5.75	72% Auto 13% RV/Motor 8% Air	49% Hotel 12% private campgrd 12% home of friend	41% 55-64 30% 45-54 26% 35-44	60% Male 40% Female	48% Couple 25% Imm Fam 16% Self	WA, ID, CA, MN, FL	Scenic driving, nature photography, wildlife watching, day hiking	33% Internet Search
2012	1 night in West Yell	F37%-R37%-M27%	5.73	62% Auto 16% RV/Motor 8% Air	45% Hotel 19% private campgrd 14% public campgrd	46% 55-64 37% 65-74 27% 45-54	56% Male 44% Female	49% Couple 22% Imm Fam 13% Self	CA, WA, MN, ID, PA	Scenic driving, wildlife watching, nature photography, day hiking	69% Internet Search
	drove thru West Yell	F26%-R49%-M24%	5.85	66% Auto 11% RV/Motor 9% Air	41% Hotel 145% home of friend 13% private campgrd	37% 55-64 33% 65-74 29% 45-54	57% Male 43% Female	47% Couple 26% Imm Fam 17% Self	ID, CA, UT, WA, CO	Scenic driving, nature photography, wildlife watching, day hiking	56% Internet Search
	visited YNP*	F26%-R43%-M31%	5.99	66% Auto 10% RV/Motor 10% Air	40% Hotel 12% home of friend 13% rented cabin	41% 55-64 30% 45-54 26% 35-44	60% Male 40% Female	48% Couple 26% Imm Fam 12% Self	CA, WA, MN, UT, CO	Scenic driving, nature photography, wildlife watching, day hiking	65% Internet Search